

Human Resources Handbook
And
Government Assistance Programs
&
Training Opportunities Handbook

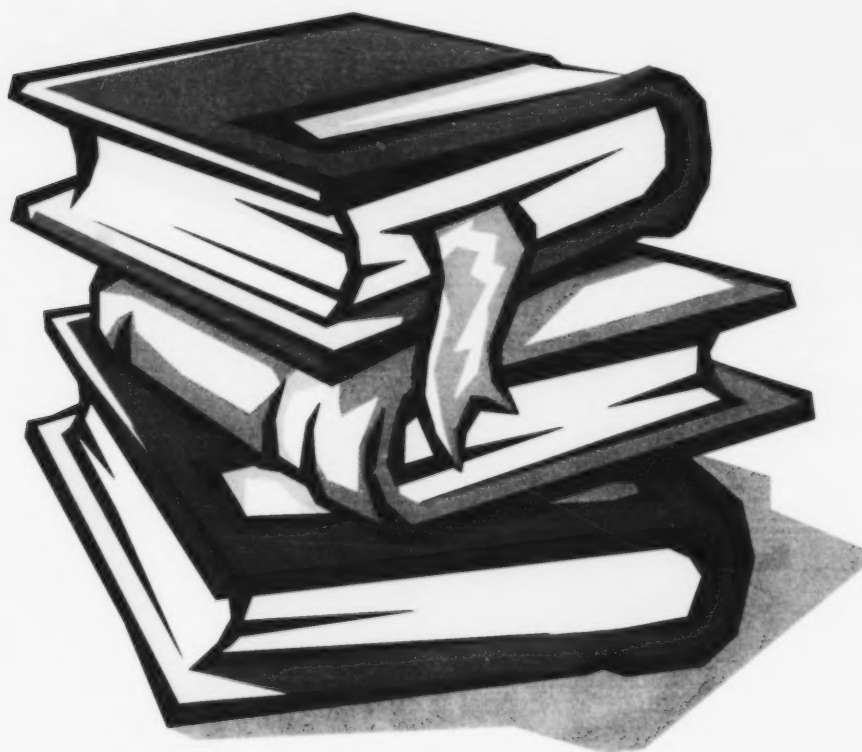


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January 2003



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Enterprise Carleton Region / Entreprise Région Carleton

Community Economic Development Agency / Agence de développement économique communautaire

With the labour shortage concerns in Carleton County, we at Enterprise Carleton Region, your Community Economic Development Agency thought it helpful to provide employers with a Human Resources Handbook. This book includes tips for retention of current employees and new employees. We have included procedures for interviewing, hiring, and evaluating employees. There are also basic Human Resources practices, which should be followed by all companies. It is very important to have policies and procedures in place to deal with Human Resources issues that arise within the company.

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Introduction

Until the early eighties, Canada's work force was fairly predictable. Each year more new employees entered the job market and growth continued at a relatively steady pace. By the late eighties and early nineties things began to change – often drastically. Companies began experiencing problems getting the skilled employees they needed. Other companies were facing downturns in their markets and were forced to downsize for survival.

Changes to organizational structures occurred in response to new economic and technological forces. Historically, a manager's worth was often measured by how many people were reporting to him or her. But this has changed. It is now acceptable for an individual to have a special skill or expertise, and no one reporting to him or her, and be placed at the same level as a manager of 30, or even 100, people.

Technology has had a significant influence. The computer has revolutionized the way work is done and by whom. Today, many professionals type their own reports, memos, emails and letters. The computer saves time, increases accuracy and allows for more flexibility.

Another key driver, which has a great affect on us, is our aging workforce. Each year our workforce is getting older. This will have a serious impact on governments, businesses and non-profit organizations over the next decade.

Issues cropping up right now include succession planning. How will organizations maintain the overall knowledge of their work force in the wake of retirements of their most experienced employees in ten or fifteen years? What areas present the greatest exposure to risk and what can be done to mitigate the risk? Planning must begin now. It takes time, and thorough planning, to implement an effective succession plan.

Today there are approximately 550,000 Canadians who are 39 years old – the peak of the baby boom. There are 450,000 20-year-old Canadians – 18% less than the 39 year age band. In ten years, more people will be leaving the workforce than entering it in Canada. The short run effects will be improvement in the youth unemployment rates as fewer people enter the job market, and more tax revenues for government as the baby boom enters its peak earning years. In the long run there will be a greater strain on health care and heavier tax burdens on the generation that follows.

This will have a tremendous impact on employers. It will become more difficult to source employees. The lack of available workers will influence new technologies that can do the routine tasks, and even some of the not so routine tasks, so that workers can be freed to tackle other projects.

There are many things that influence economies, politics and organizations. The demographic profile of our country is an important factor. It has a large influence on

what products or services will be in demand, what politicians must promise to get elected, and what organizations must do to ensure they maintain or increase their output.

We can see the trends over the years. Baby boomers have had a very significant impact on the economy and politics. We saw their impact in the early 1980's when boomers were in their late twenties and early thirties. They were graduating from school, buying cars, houses, furniture and other things needed by young people starting out. Their demand for goods, and the money required to buy goods, was so great they caused inflation to skyrocket. Interest rates were close to twenty percent. In the nineties things changed considerably. The boomers are now housed and have acquired most of the things they wanted. Their focus switched to retirement. Retirement requires people to save. They are putting more money into the banks and the stock market. The result is that interest rates go down and the stock market goes up beyond reasonable expectations – yet demand for resource-based goods is soft.

So what can we expect in the future? We can expect early retirement programs to become less popular as organizations switch their focus to labour shortages. Health care and senior care will become a more important issue as boomers get older. The average age of retirement will likely increase as companies attempt to keep their experienced knowledgeable employees longer.

Retention and recruitment will be a key strategic issue in coming years. More human resource professionals will be asked to sit on corporate boards. Organizations will be paying more attention to employee needs in order to keep them. This will be good for employees as employers begin to compete for an increasingly scarce commodity – knowledgeable workers.

The Importance of Benefits

Benefits are a key selling point when trying to attract new employees. Medical and dental costs are very expensive. Benefits show that the employer cares about their employees. It is an extra cost to the employer but it will keep employees happy. Most employers pay a percentage of the coverage; the remainder is deducted from the employees pay. Employees are willing to take a lower rate of pay if the benefits will make up the difference. Benefits give an extra sense of security to employees. They are taking care of themselves and their families in more ways than just their income.

The Importance of Childcare

Many employees find childcare to be a barrier of entry into the workforce. Reasons may be that there is none available in their area or that it is too expensive. Paying for childcare could take a large percentage of their pay cheque and they would not see the financial benefits of returning to work.

An option for the employer could be to give a percentage above their wages to help pay for the childcare. Employers should have a list of childcare facilities in the area to suggest to potential employees. Another suggestion would be to put the potential employee in contact with present employees who use daycare; maybe they could suggest a place that is not listed.

Local Daycare Facilities: Yellow Pages Listings

Lil Spuds Daycare
49 McCain Street
Florenceville, NB E7L 3J7
Tel: 392-8310

Rainbow Bright Daycare
499 Route 555
Bedell, NB E7M 5A5
Tel: 325-9673

Woodstock Child Care Inc.
145 Connell Park Road
Woodstock, NB E7M 1M5
Tel: 328-9722

The Importance of Value Added Incentives

Value added incentives are something above and beyond the employee's regular pay. It could be a cash bonus, gifts, time off, etc. This could be a reward for attendance if this is an issue, production bonuses if quotas are not being met or just to reward employees for a job well done. If there are issues in the company that you think a bonus would trigger improvement, offer it. *Sometimes* just a pat on the back is value in itself.

Job Descriptions

Having a good job description will prevent employee confusion and weed out those potential applicants that are not qualified. If the description is vague, you may not get the appropriate candidates you are looking for. A good, detailed job description is key when letting employees know their role in the company. Generic job descriptions/ classifications can be found at: National Occupation Classification www-23.hrdc-drhc.gc.ca. These are to reference only as each job description depends upon the company.

There is often an initial positive feedback when the usual number of applicants apply to a job advertisement. Many of the respondents will have skills and abilities that match the advertised requirements. The candidate with skills that best fits the ideal is selected. That person is then put into a situation that is a rude awakening for both the new employee and management. The applicant is not suited for the position they are hired for and management is not satisfied with the recruitment results.

To eliminate such a negative experience a recruiter, whether internal or external, must present applicants with all pertinent information so they can make an informed decision. The result will be a smaller number of applicants that better match the culture of the organization and will reduce turnover costs. This may cause the recruitment process to take a little longer, but it ensures a greater chance of success for the applicant and

management. For the organization, effectiveness is improved by hiring individuals with the "right fit". For new employees, it improves their potential for job satisfaction.

To find good people, who make a good fit with an organization, the organization must go further than the basic job description. The organization and the recruiter must determine the type of person that would fit into the organization. This process may take a little longer, but the long-term success will be much greater.

Interviewing Techniques

The most effective approach to interviewing prospective employees is the *behavioral approach*. This approach has been used for more than a decade, and is gaining more and more popularity. The premise of this approach is that past performance predicts future behaviour. By asking for examples about how a candidate handled certain situations in the past you will be provided with valuable information about how the individual would behave in the future.

The behavioral interviewing method helps limit the mistakes that can be made from intuition or first impressions. Thus we won't end up forming a biased opinion at the beginning of an interview and seek information to verify our opinion during the rest of the interview.

The behavioral method is better than the use of *hypothetical questions* for several reasons:

1. We can be misled by well-prepared answers to hypothetical questions. There are many books available to help candidates prepare for hypothetical questions.
2. Hypothetical questioning may not give an adequate picture of what a candidate is truly capable of.
3. Answers to behavioral questions can be verified later through reference checking. This makes it very hard for candidates to make up or rehearse good responses to questions. It forces them to answer questions based on experiences and actions from the past, which can be verified later by the interviewer when references are called.

The interview process starts with a good job description, which gives a thorough breakdown of the skills, education and experience required to perform well in a position. The interviewer should prepare a series of interview questions designed to gain behavioral examples of demonstrated skill.

For instance, if the interviewer knows that the candidate will be dealing with customers, questions could be asked like: "Can you give me an example of when you had to deal with a difficult customer? How did you handle it?" The goal is to obtain as many behavioral examples as possible, from past experience, relating to the job requirements.

The questions tend to be open-ended. This gives candidates plenty of opportunity to give the interviewer lots of relevant information during the interview.

Often a candidate will need time to think of a good example from past experience. It is important to give the candidate lots of time. It's okay to have silence while a candidate is thinking. Let them know that this is okay so they will be more relaxed and comfortable.

An interviewer must also be able to pick up on areas that require additional probing. This is done to verify hunches or to seek evidence that confirms or refutes the interviewer's intuition or gut feelings. When an interviewer starts to form an opinion he/she should remember to ask questions which allows the interviewee to affirm or refute that opinion. For example, if the interviewer feels that the interviewee tends to like working alone, it is important to ask a question about a time when they found it was important to work in a team to achieve a result. Asking questions, which allow the interviewee to refute an opinion we form in our mind, helps prevent the biases and stereotypes, which may prevent us from hiring the best person for the job.

All interviewers must be wary of the questions they are legally allowed to ask a candidate. Interview questions are generally safe if the questions are relevant to specific job requirements. The questions that get interviewers into trouble are ones not related to the job and reflect a bias towards candidates based on race, sex, colour, religion or national origin. Preparing the interview questions in advance, based on the job description, will help the interviewer to ask good questions that are relevant to the job.

The interviewer must be able to rate a candidate based on the information gained in the interview. This makes note taking critical. When an interview has finished, the interviewer must ensure their notes are complete. It is very difficult to remember how a candidate fared after several interviews have been carried out – possibly over several days. Good note taking ensures the best person is chosen at the end of the process.

This is a brief description of the behavioral interviewing method. When properly implemented, it helps an interviewer choose the best candidate for a job by asking questions based on a candidate's past experience. The questions asked will give the interviewer a good picture of a candidate's ability to communicate, to learn, and to adapt. These skills are critical for success in today's environment.

The Importance of Reference Checking

One of the final stages of hiring an employee is to check their references. This is to insure that all of the information on their resume and during the interview was correctly given. This is also a way to check their working habits and reasons for leaving previous employers.

Reference Checking Form:

Candidate's Name: _____

Checked By: _____

Date: _____

1. What was the nature and duration of your working relationship?
2. What was your first impression of him/her? How did that impression change/develop over time?
3. What word comes to mind when I ask you to describe their communication style?
4. How would you describe their communication style when under stress?
5. What stresses/frustrates this person and how do you know when they are stressed/frustrated?
6. What environment do they work best in? What type of working environment should they avoid?
7. What two areas should they work on so they can continue to polish/improve their personal/professional skills?
8. What are their top three strengths? How did they use these strengths to your benefit?
9. Should this person work independently or as a member of a team? (Team – what role did they play in a team i.e. problem solver, leader, motivator, agitator, initiator)
10. What have you heard other people say about this person's style/knowledge?
11. Describe the perfect job for this person.

Rejection and Acceptance Letters

It is important to acknowledge each person who applies for a job with your company. It is common courtesy to write a letter to the applicants letting them know you have seen their application. Some letters will be rejection letters if there are no positions available at that time, if the applicant does not meet the qualifications or if someone else was chosen for the position. Below are examples of two rejection letters.

Sample Rejection Letter

*** For those who are qualified for the position and have had an interview:**

[Applicants name]

[Applicants address]

Dear [applicant],

Thank you for your recent application and interview regarding the position with [Company Name]. We certainly appreciate your interest in our company.

I want to inform you that we offered the position to another applicant whom we think best meets our needs for the position. It was a difficult decision because a number of applicants, including yourself, whom were very strong candidates. We would like to keep your application on file for a period of 120 days in the event another position for which you are qualified becomes vacant. If that occurs, we will give your application strong consideration. If your address changes in that period of time, we encourage you to inform us of your new address.

Again, we thank you for your interest in [Company Name] and for attending the interview. We wish you continued success in your career endeavors.

Sincerely,

[Name]

[Title]

[Company]

*** Note:** Do not send this type of letter to candidates who were plainly not qualified for the position. It will invite complaints of discrimination. Consider using the next sample letter.

***Disclaimer – This letter is for sample only and if used does not hold Enterprise Carleton Region responsible for any claims which may occur.**

Sample Rejection Letter after Interview

***When applicant did not have all qualifications needed or no position was available:**

[Applicants name]

[Applicants address]

Dear [applicant],

Thank you for your recent application and interview regarding the position with [Company Name]. We certainly appreciate your interest in our company.

We regret to inform you that at this time we do not have a vacancy in a position for which you applied.

OR

We regret to inform you that we have offered the position to another candidate whom we think best meets our needs for the position.

Again, we thank you for your interest in [Company Name] and the time and effort you spent in submitting an application. We wish you continued success in your career endeavors.

Sincerely,

[Name]

[Title]

[Company]

***Disclaimer – This letter is for sample only and if used does not hold Enterprise Carleton Region responsible for any claims which may occur.**

Sample Acceptance Letter

Letterhead of company

Dear[name of employee]:

This letter is to confirm our offer of employment and your acceptance on the following terms:

1. You are being hired for the position of [position]. You will report directly to [name of person/ title]. A copy of your job description is enclosed.
2. The first [number] months of your employment will consist of a probationary period which will enable us to assess your abilities and performance in determining whether you are able to satisfactory fill the position of [position]. Upon the expiration of the probationary period you will become a permanent employee.
3. Your gross annual income has been agreed to as [salary].
4. You acknowledge that you have not been in any way induced by us to commence employment with our company.
5. Enclosed you will find the following agreements, which must be executed and initiated by yourself prior to the commitment of employment:

Non-Disclosure
Non-Solicitation
Non-Competition
Company Policy

We look forward to you joining our company and becoming an effective and integral part of our team.

Yours truly,

President

I have read, understand and agree with the foregoing, and I accept employment with you and these terms and understand that the execution of this letter is a precondition of my employment.

Employee

***Disclaimer – This letter is for sample only and if used does not hold Enterprise Carleton Region responsible for any claims which may occur.**

Wage Comparisons

New Brunswick Wage Rates as of 1999 www14.hrdc-drhc.gc.ca/wagesurvey/home.cfm

This website shows the ranges of wages being paid in New Brunswick. This will let the employers and employees know what is a fair wage for the position and location. This also gives a brief description of each occupation. Searched by region Fredericton, Moncton, Saint John and most frequently paid category.

Job Title	Low Hourly Rate	High Hourly Rate	Average Hourly Rate
Accounting and Related Clerks	7.93	19.10	12.90
Administrative Officers	8.18	32.00	15.09
Bakers	7.00	12.33	8.46
Banking, Insurance and Other Financial Clerks	9.80	41.47	13.64
Bookkeepers	6.00	19.23	12.27
Carpenters	8.00	19.50	13.34
Cashiers	5.50	8.18	6.50
Chainsaw and Skidder Operators	11.11	21.25	14.54
Community and Social Service Workers	6.73	24.52	12.61
Computer Operators	7.50	23.21	14.05
Computer Programmers	12.09	28.85	19.45
Computer Systems Analysts	6.00	29.18	18.72
Construction Millwrights and Industrial Mechanics	13.00	29.25	16.17
Cooks	5.50	10.40	7.27
Customer Service, Information and Related Clerks	5.50	16.35	9.44
Data Entry Clerks	8.00	16.41	10.34
Drafting Technologists and Technicians	9.00	20.00	14.90
Electricians (Except Industrial and Power System)	10.00	25.00	16.51
Electronic Service Technicians	8.50	24.04	13.06
Financial Auditors and Accountants	12.82	33.65	20.09
Food and Beverage Servers	5.50	7.44	5.69
Food Service Counter Attendants and Food Preparers	5.50	10.00	6.43
Food Service Supervisors	5.63	15.38	8.91
Forestry Technologists and Technicians	12.00	22.56	15.97
General Farm Workers	6.00	11.06	8.27
General Office Clerks	6.00	26.92	10.85
Grocery Clerks and Shelf Stockers	5.50	11.00	8.33
Hairstylists and Barbers	5.50	10.30	7.11
Harvesting Labourers	7.00	10.56	8.63
Heavy-Duty Equipment Mechanics	10.00	18.61	14.30

Job Title	Low Hourly Rate	High Hourly Rate	Average Hourly Rate
Heavy Equipment Operators	10.00	24.33	12.57
Industrial Electricians	12.00	22.94	19.24
Insurance Agents and Brokers	11.68	15.38	13.27
Janitors, Caretakers and Building Superintendents	6.00	22.12	9.96
Kitchen and Food Service Helpers	5.50	13.07	7.91
Labourers in Food, Beverage and Tobacco Processing	6.20	22.44	10.56
Labourers in Wood, Pulp and Paper Processing	7.00	13.98	9.20
Landscaping and Grounds Maintenance Labourers	6.50	23.00	8.95
Legal Secretaries	9.94	15.50	12.78
Light Duty Cleaners	5.70	25.00	10.62
Logging and Forestry Labourers	7.69	15.30	15.00
Logging Machinery Operators	10.77	23.00	14.00
Machinists and Machining and Tooling Inspectors	10.00	18.81	14.21
Manufacturing Managers	11.00	35.00	18.62
Medical Secretaries	10.00	21.27	13.07
Motor Vehicle Mechanics, Technicians and Mechanical Repairers	6.43	18.00	13.34
Nurse Aides and Orderlies	6.50	14.70	10.58
Nursery and Greenhouse Workers	5.50	10.42	6.83
Other Trades Helpers and Labourers	5.50	16.89	10.17
Public Works and Maintenance Labourers	7.00	16.45	11.13
Receptionists and Switchboard Operators	5.50	16.53	10.43
Restaurant and Food Service Managers	5.83	17.48	10.53
Retail Salespersons and Sales Clerks	5.50	17.00	8.45
Sales, Marketing and Advertising Managers	10.06	38.65	21.89
Sawmill Machine Operators	7.54	13.50	9.99
Secretaries (Except Legal and Medical)	8.00	18.00	12.51
Security Guards and Related Occupations	5.67	12.75	9.33
Service Station Attendants	5.83	11.78	7.81
Sheet Metal Workers	10.00	20.57	17.53
Shippers and Receivers	6.00	23.30	10.37
Silviculture and Forestry Workers	8.75	18.75	12.84
Steamfitters, Pipefitters and Sprinkler System Installers	15.00	28.73	22.27
Storekeepers and Parts Clerks	5.50	23.30	11.57
Supervisors, Food, Beverage and Tobacco Processing	12.00	30.29	18.22
Tellers, Financial Services	9.75	12.41	10.98
Truck Drivers	9.60	18.75	12.18
Typists and Word Processing Operators	5.50	19.00	11.13
Visiting Homemakers, Housekeepers and Related Occupations	6.00	12.79	9.73
Welders	9.50	21.16	10.56

Average Wages Upon Trade Certification in New Brunswick

Occupation	Hourly Pay Range	Annual Salary Wage
Automotive Service Technician	\$13.00-18.00	\$26,000-36,000
Boilermaker	\$37.00	\$74,000
Bricklayer	\$16.00-25.00	\$32,000-50,000
Carpenter	\$14.00-25.00	\$28,000-50,000
Computerized Numerical Controls Machinist	\$17.00-22.00	\$34,000-44,000
Construction Electrician	\$16.00-34.00	\$32,000-68,000
Cook (nursing home)	\$10.00-15.00	\$20,000-30,000
Cook (restaurant)	\$10.00-12.50	\$20,000-25,000
Crane Operator	\$5.00-21.00	\$30,000-42,000
Heavy Equipment Service Technician	\$12.00-23.00	\$24,000-46,000
Industrial Electrician	\$17.00-24.00	\$34,000-48,000
Industrial Instrument Mechanic	\$19.00-27.00	\$38,000-54,000
Industrial Mechanic (millwright)	\$13.00-23.00	\$26,000-46,000
Insulator (heat and frost)	\$18.00-30.00	\$36,000-60,000
Ironworker (generalist)	\$23.00-37.00	\$46,000-74,000
Machinist	\$13.00-20.00	\$26,000-40,000
Motor Vehicle Body Repairer (metal and paint)	\$13.00-18.00	\$26,000-36,000
Oil Burner Mechanic	\$10.00-25.00	\$20,000-50,000
Plumber	\$14.00-38.00	\$28,000-76,000
Powerline Technician	\$22.00-24.00	\$44,000-48,000
Refrigeration & Air Conditioning Mechanic	\$16.00-26.00	\$32,000-52,000
Sheet Metal Worker	\$15.00-30.00	\$30,000-60,000
Sprinkler System Installer	\$25.00-30.00	\$50,000-60,000
Steamfitter-Pipefitter	\$19.00-27.00	\$38,000-54,000
Truck and Transport Service Technician	\$14.00-20.00	\$28,000-40,000
Welder	\$13.00-20.00	\$26,000-40,000

* Wages vary based on employer and provincial location

* These figures have been compiled from a selection of NB employers and are subject to change.

Survey done by Training and Employment Development July 2002

Performance Appraisals

Most people like to know how they are doing on the job. Performance Appraisals are scheduled to help employees know what is expected of them, to provide a time to discuss any concerns or questions about their work assignments, and to set mutual goals for the future.

The supervisor/manager is to point out the employee's strong points and those areas where improvement can be made. The supervisor/manager is also to outline ways to improve performance or acquire skills that can lead to higher rated jobs. Promotion to higher jobs will be based on performance as well as qualifications. The feedback an employee receives reinforces desired behavior, while seeking to guide and motivate employees to improved performance where needed. Feedback also helps employees, especially new ones; clarify role expectations, performance expectations and standards.

All full time employees are subject to a formal performance appraisal prior to the conclusion of their probationary period. Appraisals should be conducted at least once a year thereafter.

Sample Performance Appraisal:

Employee's Name: _____ Job Title: _____
Supervisor's Name: _____ Review Date: _____

The following scale should be used in evaluating the employee's performance when compared to the norm of his or her position.

Outstanding – Employee consistently meets, and in many instances exceeds, established standards and desired results;

Very Good – Employee consistently meets established standards; sometimes exceeds, and never falls short of desired results;

Satisfactory – Employee meets established standards; usually meets and seldom falls short of desired results; and

Development Needed – Employee meets established standards in some instances but lacks consistency; seldom exceeds and frequently falls short of desired results from time to time.

	Outstanding	Very Good	Satisfactory	Development Needed	Comments
Performs Job Skills					
Knowledge of Work					
Ability to Organize					
Quality of Work					
Quantity of Work					
Communication					
Teamwork					
Meets Deadlines					
Dependability					
Judgment					
Attitude					
Problem Solving					

Performance Appraisal Definitions - The following definitions should assist you in completing the Performance Appraisal Form:

Term	Definition
Performs Job Skills	Ability to perform assigned job tasks.
Knowledge of Work	Technical knowledge of job and related work.
Ability to Organize	Effectiveness in planning own work.
Quality of Work	Accuracy of work; freedom from errors.
Quantity of Work	Output of work; speed.
Communication	Effective communication with manager and others.
Teamwork	Ability to work together within the department.
Meets Deadlines	Timeliness in performing work; deadlines.
Dependability	Reliability in carrying out assignments conscientiously.
Judgment	Ability to obtain and analyze facts and apply sound judgement.
Attitude	Positive attitude and enthusiasm to work and others.
Problem Solving	Ability to develop more efficient means to job tasks.

Areas needing improvement: _____

Areas where improvement has been made: _____

Objectives met since last review: _____

Objectives set for next evaluation period: _____

Summary of evaluation: _____

Employee comments: [Separate sheet may be attached.] _____

Employee Signature

Date

Manager Signature

Date

Employer Feedback From Employees

It is important that the employer receive feedback from their employees. This could be a questionnaire filled out by the employees prior to their evaluation. This could be anonymous, as employees do not feel comfortable writing negative comments directly to their supervisor. This feedback could range from aspects they like about the company, policies and procedure or the direct opposite, aspects they do not like nor agree with and suggestions of ways to rectify them. Sometimes there is nothing a supervisor nor management can do about a particular subject, express this to the employees so they know you at least looked at it. It is vital that employees are given the chance to speak about the issues that may or may not be bothering them at any time, not only at evaluation time. Have an open door policy so employees feel welcome to talk to employers at any time so the situation does not get worse.

Following each evaluation, address each item brought up and discuss possible solutions with the employees. An aspect that is bothering one employee is likely to be bothering other employees. Ask the group for suggestions. Remember the golden rule, "Happy employees are productive employees."

The Importance of Communication

Communication is the key to any relationship, especially employer to employee/co-workers. If an employee is unhappy for some reason it will affect their work performance. Make it be known that the employer is approachable and easy to talk to and will not think their idea / problem is stupid or not important. If someone comes up with a good idea, promote it to the workers. Other ideas may start to flow in. Actually talk to your employees, don't filter all messages through their supervisor. It will mean more coming from the "Boss." Have procedures in place for reporting misconduct, and filing reports. Make it quick and easy, let them know an investigation will take place. Employers need to be fair and hear from both sides. Appreciate employee's performance and tell them often. Look for ways they can improve and present it in a nice manner.

Motivation Breeds Productivity

Foster teamwork and demonstrate a good work ethic. Give your employees authority and responsibility. Your confidence and trust in them will provide them the incentive they need to be a vital part of your business. Motivation breeds productivity.

Your Employees Are Your Greatest Asset

Hire the right people for the job. Develop positive professional relationships with your employees. Set out clear expectations, recognize and reward when they are met and provide prompt feedback when they are not. Consider a pay scale that rewards higher skills and excellence. Consider assigning senior employees who are motivated to do any training and leave supervisors and management personnel available to maintain productivity.

Show Them Your Business

Take time to show employees around the business. Explain the nature of the business, how it works and how the employee fits into the bigger picture.

Involve Your Staff

Have regular staff meetings. Keep everyone informed of business expectations, quality control, productivity and efficiency requirements. Involve the staff in the planning process of work duties.

Employee Discipline

Every company should have a list of rules and regulations posted that if broken, disciplinary action will be taken. This list should be included in the employee handbook or on an information board within the company. When employees are hired, have them read and sign the document to ensure they have read and understand it.

Though positive approaches to managing employees are preferable, all employers must have disciplinary policies and rules for employees who exhibit inappropriate or undesirable behaviour. Disciplinary sanctions let employees know that certain behaviors will not be tolerated and must be corrected in order to avoid the consequences. Under systems of progressive discipline, the consequences of rule violations become more severe as offences are repeated.

For example, a *first* violation usually brings only a verbal warning and a revisit to the rules and regulations list to ensure the employee knows the rules and the consequences of failure to comply. A *second* violation typically results in a written reprimand, which becomes part of the employee's personnel file. Penalties for *subsequent* violations include suspension without pay, final warnings and ultimately, dismissal. Have two lists, one that brings verbal and written warnings and another that brings suspension and dismissal.

How Can I Eliminate Harassment at the Job-Site?

Understand what harassment is and what it is not. Educate your staff about harassment and what constitutes unacceptable behavior. Have a harassment policy in effect in your organization that each employee must read and sign as part of the hiring process.

The following is an example of a workplace harassment policy:

The Company believes that every employee is entitled to a work environment free of sexual harassment. Any such behaviour is considered by the Company to be unacceptable, and is subject to disciplinary action ranging from verbal warning to dismissal. It is the policy of the Company to deal with any incidents of Sexual Harassment on a confidential basis. The name of the complainant and details of the incident will be known only to those directly involved in carrying out any investigation or disciplinary procedure.

Sexual harassment is defined as any conduct, comment, gesture or contact of a sexual nature, that is likely to cause offence or humiliation to an employee. The behaviour may be physical, verbal or graphic and results in unwanted or unwelcome attention to a person because of his or her sex. "Harassment will be considered to have taken place if a reasonable person ought to have known that such behaviour was unwelcome." (Canadian Human Rights Act; 13.1)

It is important that any employee, who feels he or she has been subjected to sexual harassment, make his or her disapproval known to the "harasser". If, after being asked to stop, the harassment continues, employees are expected and encouraged to report any incident of sexual harassment.

The following steps should be taken by any employee who feels he/she has been subjected to sexual harassment or by any employee who knows of a situation of sexual harassment in his/her work environment.

- (1) The incident should be reported to the employee's Supervisor or Manager, or a member of the Human Resources Department.
- (2) The Supervisor or Manager takes no independent action, but reports the matter to Human Resources.
- (3) Once aware of the situation, Human Resources will determine if the matter can be handled at the Supervisor/Manager level, and if so, assists in determining appropriate action.
- (4) If the matter is not to be handled at the Department level, Human Resources interviews the complainant, exchanging the following information:
 - (a) Details of the alleged harassment; times and dates of incidents.

- (b) Names of witnesses.
 - (c) Explanation of the Company's policy of complete confidentiality, the Company's belief in the seriousness of the matter, and assurance that his/her career will not be affected as a result of the complaint.
 - (d) Assurance of the employee's wish to proceed with the complaint.
- (5) Human Resources interviews the Supervisor of the Department if he/she is not already involved.
 - (6) Human Resources interviews the alleged harasser and witnesses.
 - (7) Human Resources advises the complainant of the results of the investigation.
 - (8) Human Resources (after consultation with Senior Management) initiates disciplinary action.

Other Forms of Harassment

It is the policy of the Company to provide an environment free from all types of harassment. Other forms of harassment include racial, ethnic and religious. Any complaints with regards to any form of harassment should be dealt with as outlined above.

Workplace Health and Safety and Compensation Commission

WHSCC working for you

The WHSCC is dedicated to the promotion of a safe and healthy work environment and the provision of services to workplaces, employers, and the injured workers of New Brunswick.

Services:

WHSCC offers three main lines of service to its clientele:

Prevention (Occupational Health and Safety)

Employer Assessments, and

Compensation and Rehabilitation

Prevention

In the spring of 1998, the WHSCC created a division solely responsible for the delivery of occupational health and safety related services and programs. This division is dedicated to preventing workplace injuries and illnesses.

The Prevention Services Division is composed of the following departments: office of the vice-president, communications, compliance and technical services, consulting services, regional services, and legal and legislative services.

The office of the vice-president of prevention services is responsible for the overall delivery of occupational health and safety services in New Brunswick.

Communications is responsible for the production of numerous health and safety pamphlets, posters, hazard alerts, and news releases, as well as media relations, organizing the annual WHSCC health and safety conference and coordinating special events.

Compliance and technical services includes the chief compliance officer under the *Occupational Health and Safety Act*, occupational hygiene, and technical and administrative support for compliance and other field staff. Occupational hygiene services include testing, monitoring and education awareness about air quality, chemical, physical or biological hazards.

Consulting services is responsible for project development, program standards and support to regional service delivery. It is composed of a number of specialties including: occupational health, ergonomics and education.

Regional services is decentralized into four regions: northwest region with an office in Grand Falls, northeast region with an office in Bathurst, southeast region with an office in Moncton and southwest region with an office in Grand Bay and Fredericton.

Services include:

- health & safety officers who *inspect* workplaces and conduct accident and fatality investigations;
- *education* consultants who conduct workshops and seminars and assist joint health and safety committees;
- *occupational* health consultants who focus on soft tissue injuries and assist workplaces in the implementation of the Back in Form program;
- *risk management* consultants who assist with the implementation of risk management services, an audit protocol for the workplace.

- ergonomic consultants who assist workplaces with ergonomic assessments

Legal and legislative services coordinates the review of occupational health and safety legislation, arbitrations and prosecutions and offers legal assistance to both internal and external users.

Programs and Services:

Inspection Services
Occupational Hygiene Services
Education Services
Ergonomic Services
Risk Management Services

Contacts:

Mail: WHSCC
500 Beaverbrook Court, Fourth Floor
Fredericton, N.B. E3B 5X4

Phone: (506) 453-2467

Toll Free: 1 800 442-9776

Fax: (506) 453-7982

E-mail: prevention@whscc.nb.ca

Employer Assessment Services

The WHSCC's Assessment Services Department is responsible for delivering assessment services to the employer community.

Every year, employers must provide the Commission with an estimate of their payroll. This information is used by the Assessment Services Department to establish annual assessment rates for all employers. The assessments collected are the Commission's main source of revenue; they are used to fund the WHSCC's prevention and health and safety initiatives, as well as its compensation and rehabilitation activities.

Services: Please see www.whscc.nb.ca, Services, Employer Assessments to view documents listed below.

Employer Guide to Assessment Services in New Brunswick
Monthly Assessment on Actual Payroll (MAAP)
Experience Rating System for the year 2003

2003 Industry Assessment Rates
Application for WHSCC Coverage
Optional Personal Coverage Application
Subcontracting Form
Application for Alternative Assessment Procedure for Inter-jurisdictional Trucking

Contacts:

Mail:	Assessment Services Department	Phone:	(506) 632-2200
	WHSCC		
	P.O. Box 160	Toll Free:	1 800 222-9645
	Saint John, N.B.		
	E2L 3X9	Fax:	(506) 632-2819

E-mail: assessment@whscc.nb.ca

Compensation and Rehabilitation

The Compensation and Rehabilitation Services Division provides earnings replacement, medical services and return to work assistance to injured workers of the province from four regions, which have five service locations (Bathurst, Fredericton, Grand Falls, Moncton and Saint John) and the Workers' Rehabilitation Centre in Grand Bay-Westfield.

Services include:

Initial Adjudication (acceptance or rejection of a claim for workplace injury)
Benefit Payments
Payments to Service Providers
Long-term Disability Benefits
Care Allowances
Medical Rehabilitation
Pain Management

Contacts:

Mail:	Compensation and Rehabilitation	Phone:	(506) 632-2200
	WHSCC		
	1 Portland Street	Toll Free:	1 800 222-9775
	P.O. Box 160		
	Saint John, N.B.	Fax:	1 888 629-4722
	E2L 3X9		

5 Fundamentals of Health and Safety

(www.whscc.nb.ca Resources)

I. Health & Safety Responsibility

Health & Safety Responsibility is having all management personnel accountable for preventing unsafe work practices and injuries. It is knowing and acting on workplace H&S obligations by: applying the OHS Act and Regulations, having a H&S plan, having a company H&S policy, enforcing general H&S rules and safe work procedures / practices, and informing the workforce about their areas of responsibility. It is realizing all employees must take responsibility for their workplace H&S.

II. Management Commitment

Management Commitment means being visibly and personally involved in workplace H&S, supporting workers' concerns, keeping all employees informed about H&S issues, promoting H&S initiatives, and demonstrating a concern for the overall well-being of employees. It means establishing H&S improvement objectives and measuring the H&S performance of all management personnel.

III. Employee Involvement

Employee Involvement requires an individual commitment to H&S by: being knowledgeable about workplace H&S hazards and risks, following safe work practices, participating in H&S initiatives, and supporting H&S professionals and / or the Joint Health & Safety Committee. Involvement also includes being active in improving workplace H&S and staying attentive when performing job tasks to prevent unnecessary H&S risks / injuries.

IV. Hazard & Risk Management

Hazard and Risk Management includes identifying and assessing hazards and risks through regular workplace safety audits and inspections, reporting and investigating incidents and accidents, and taking corrective actions. Hazards and risks are managed through: having a H&S plan, applying preventative maintenance strategies, monitoring the workplace environment, and attending to occupational health, occupational hygiene, and ergonomic issues.

V. Health & Safety Education

Health and Safety Education means meeting the H&S educational needs of the workforce. This begins with an educational plan which includes: assessing all training needs, identifying the sources for training, and accessing educational materials and training sites. H&S education also includes scheduling and implementing educational opportunities, establishing follow-up strategies, and allowing H&S learning to take place through the active doing and practicing of newly acquired skills.

When An Accident Occurs At Work

The Employer Shall:

- immediately notify Health and Safety Services if the accident causes an employee to be hospitalized or if a fatality occurred.
- complete an accident report form 67, to be signed by both the injured worker and the employer. The form can be faxed or mailed.
- consider light duty or gradual return to work for the injured worker.

The Injured Worker Shall:

- immediately report to the employer or as soon as practicable;
- seek medical attention and ensure that the treating physician sends the report to the WHSCC; and
- complete a form 67, along with the employer in order to file a claim for worker's compensation.

Health & Safety Services

1 800 442-9776

Claims Inquiry

1 800 222-9775

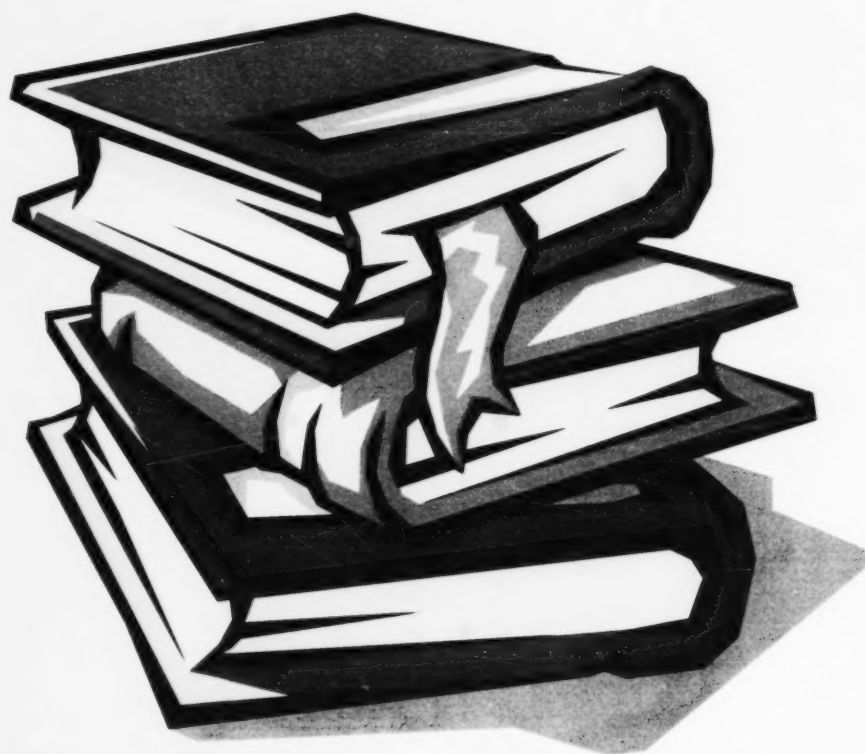
Mailing Address

P.O. Box 160, Saint John, N.B. E2L 3X9

Fax

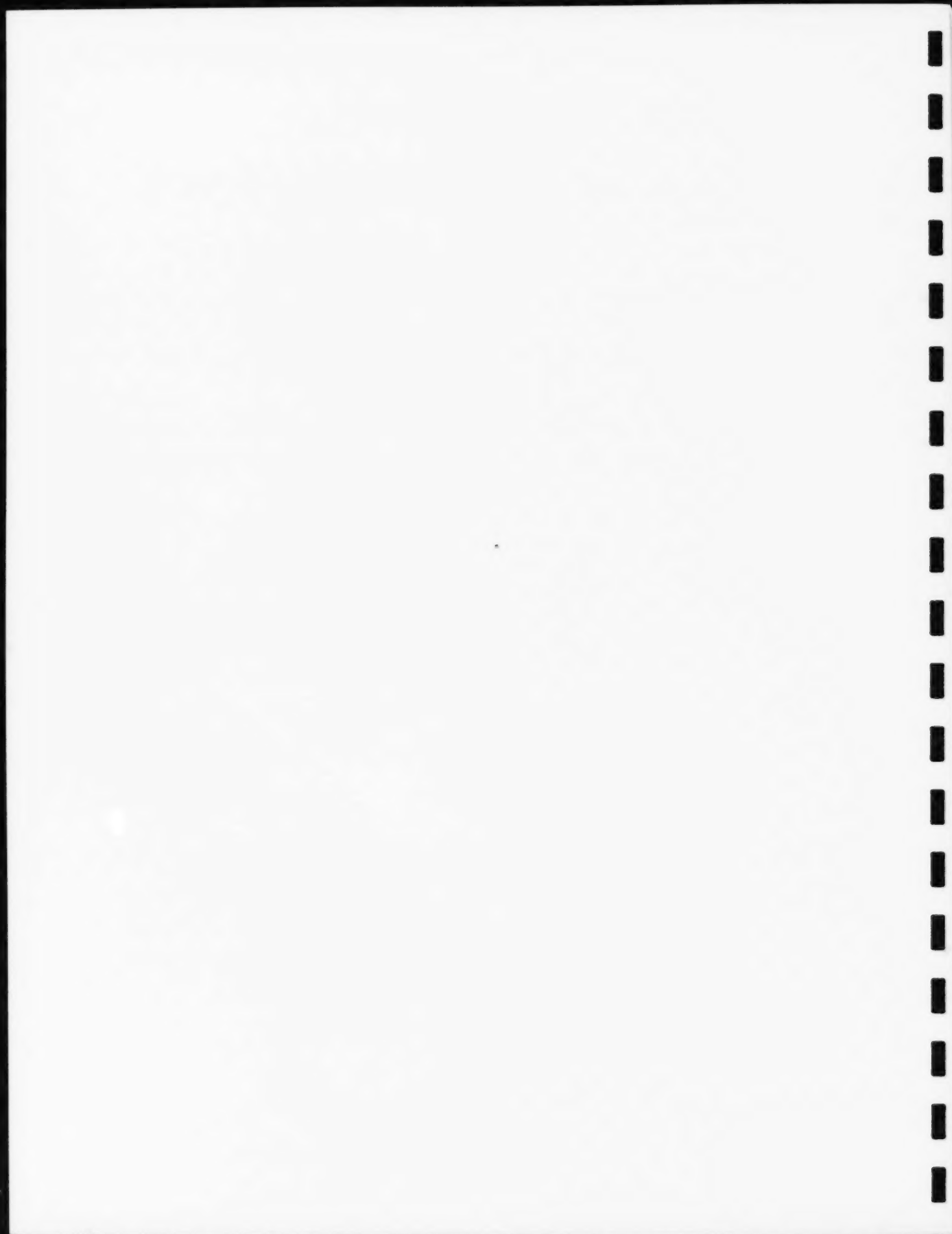
(506) 632-6972

Government Assistance Programs & Training Opportunities



Created by: Enterprise Carleton Region
417 Connell Street, Unit 6
Woodstock, NB E7M 5G5
Tel: 325-4488

January 2003



Enterprise Carleton Region / Entreprise Région Carleton

Community Economic Development Agency / Agence de développement économique communautaire

Enterprise Carleton Region, Carleton County's Community Economic Development Agency has created this handbook as part of our role to inform employers / entrepreneurs what government assistance programs are available. We assist entrepreneurs with researching, planning, financing, operating and promoting their business. We provide information on expanding your business and exporting options, assist in writing business plans, and assist in the preparation of loan applications.

We have also included a section on Training Opportunities to inform employers what is available to further educate and train their employees.

Contact Information:

Enterprise Carleton Region
417 Connell Street, Unit 6
Woodstock, NB E7M 5G5
Tel: (506) 325-4488
Fax: (506) 325-4489

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Government Assistance Programs

Targeted Wage Subsidies

www.hrmanagement.ca (hiring subsidies & programs, grants & contributions)

Program Objectives

- To assist individuals to prepare for, obtain and maintain employment resulting in savings to the Employment Insurance Account;
- To enable employers to hire individuals who face barriers to employment by offering temporary wage subsidies; and
- To assist individuals experiencing difficulty in finding work to benefit from on-the-job work experience.

Duration:

- Agreements may be approved for a period of up to 78 weeks.

Financial Parameters:

- Under normal circumstances, the wage subsidy should not exceed 60% of the total wages paid to the individual for the period of the agreement.

Who can apply?

- Businesses, organizations, individuals, public health and educational institutions, municipal governments, and band/tribal councils; and,
- Provincial government departments and agencies are eligible to receive funding and act as employers or coordinators of activities if specified in a federal-provincial/territorial agreement or Memorandum of Understanding, or specifically approved by the Minister of Human Resources Development Canada.
- Eligible participants are those who, pursuant to the *Employment Insurance Act*, are unemployed individuals:
 - a) for whom an unemployment benefit period has been established or has ended within the 36 months prior to the date of requesting assistance; or
 - b) for whom a benefit period that included a maternity or parental claim within the 60 months prior to the date of requesting assistance, after which the individual remained out of the labour market in order to care for a newborn or newly adopted child and is now seeking to re-enter the labour force.

How do I apply?

- Eligible individuals can apply to participate in Targeted Wage Subsidies through their local Human Resources Centre of Canada.

Labour Market Development Agreements

- HRDC has entered into agreements with most provinces and territories to define how the Benefits and Measures would be delivered in each region.
- As a result, in New Brunswick, Quebec, Manitoba, Saskatchewan, Alberta, the Northwest Territories and Nunavut, programs similar to the Employment Benefits and Support Measures are delivered by the provincial or territorial government pursuant to agreements under Section 63 of the Employment Insurance Act.
- HRDC delivers the Employment Benefits and Support Measures in Newfoundland, Nova Scotia, Prince Edward Island, Ontario, British Columbia, and the Yukon.

The Workforce Expansion Program

www.gnb.ca/0311/002e.htm

The Workforce Expansion program provides wage subsidies to eligible employers that intend to create permanent employment, or annually recurring seasonal jobs, in New Brunswick as well as assistance to eligible individuals to help them start their own business or become self-employed.

Wage subsidies and assistance are provided in order to ...

- stimulate the creation of long-term employment opportunities,
- help unemployed individuals secure permanent employment,
- stimulate the hiring of post-secondary graduates, and
- providing employers the opportunity to hire recurring seasonable staff.

Components of the Workforce Expansion program are:

- Employer Wage Subsidy, and
- Self-Employment Benefits.

Employer Wage Subsidy

The hiring of new employees can be expensive for new and expanding businesses. Because of this, Training and Employment Development has in place a wage subsidy component that helps employers create new and additional permanent year-round and seasonal jobs.

How does Employer Wage Subsidy work?

Employer Wage Subsidy covers a portion of the cost of hiring unemployed individuals while they are being trained and gaining experience. You can receive a wage subsidy for 24 weeks for each additional year-round job you create and up to 14 weeks for each additional seasonal job. The amount of wage subsidy you receive (to a maximum of \$8.00 per hour) will depend on the type of job you create, and the type of client you hire.

Is my organization eligible for support under Employer Wage Subsidy?

Yes, if it is a private sector company or a non-profit organization that meets the guidelines.

What are the guidelines?

In order to ensure funds are targeted at creating additional employment opportunities a number of guidelines apply:

- funding is only available in instances where the jobs are in addition to regular employment levels,
- funding can not be used to convert part-time positions to full-time positions,
- funded jobs must be for a minimum of 30 hours per week,
- funded jobs can not displace or replace existing staff or volunteers who are on layoff, vacation or parental leave,
- funded jobs can not be paid exclusively by commission or piece rate basis,
- funds can not be used to create jobs already funded under another government program,
- family members, or officers or directors of the applying organization, can not be hired to fill positions funded through Employer Wage Subsidy, and
- funded jobs must be in compliance with all collective agreements signed by the applying organization with its unionized workers.

How do I apply?

You can pick up an application for Employer Wage Subsidy at your closest Training and Employment Development Office.

Self Employment Benefits

Your best asset is yourself

Finding return-to-work opportunities is a challenge for all unemployed individuals. However, opportunities may be closer than you think. Through Self-Employment Benefits, Training and Employment Development has assisted many unemployed individuals take their first steps in returning to work by starting their own successful business.

What types of assistance are available to me under Self Employment Benefits?

Self Employment Benefits can offer you various types of assistance during the start-up period of your business. Assistance can include coaching, ongoing technical advice and financial support. A Self Employment Benefits Coordinator hired by us will help you develop a business plan and guide you through the necessary steps to get your business up and running.

Who is eligible to receive Self Employment Benefits?

If you are unemployed and meet any of the following conditions, you may be eligible for Self Employment Benefits:

- have an active EI claim,
- have had an EI benefit period that ended in the past 36 months, or
- have been paid a benefit period that included EI maternity or parental benefits within the past five years and are re-entering the labour force.

Eligibility also requires that you ...

- are not a full-time student,
- have not received support under either Self Employment Benefits or Entrepreneurship during the last five years,
- attend an orientation session provided in your area,
- provide a business plan within an agreed period of time,
- work full-time (minimum of 35 hours per week) at the business,
- are able to provide some start up funds (minimum of 20 percent of Self Employment Benefits, in-kind contributions can be considered), and
- have acceptable credit references.

What types of businesses can I consider?

Various types of businesses have been initiated under Self Employment Benefits. Obviously you should consider a business in which you have an interest as well as some of the fundamental skills necessary for success. Keep in mind that there should be a clear market demand for the product or service that you plan to provide.

In addition, your business ...

- must be operating within ten weeks of signing a Self Employment Benefits contract,
- can not be a seasonal operation,
- can not create undue competition with existing businesses,
- must be suitable for public funding, and
- must provide you a large measure of operational control.

How do I apply?

You pick up an application booklet at the Training and Employment Development Office closest to you.

Work Ability Program

www.gnb.ca/0311/001e.htm

Often individuals find themselves unable to qualify for permanent employment opportunities because they lack one key element ... experience. However, the lack of experience can be a difficult barrier to break.

That is why Training and Employment Development, through our Work Ability program, gives unemployed individuals the opportunity to gain valuable work experience and skills development. By providing wage subsidies to eligible host employers, Work Ability helps prepare unemployed individuals for long-term employment opportunities.

I require experience and skills development, how can I participate in the Work Ability program?

A fundamental starting point for individuals who wish to gain permanent employment is to create an employment action plan. An Employment Counsellor at one of our Training and Employment Development Offices will help you develop a plan that leads to permanent employment. If your plan requires a work component, you will be matched with a host employer.

What types of employers are eligible to host a Work Ability program client?

Although our Work Ability program clients are normally hosted by municipalities, non-profit groups and provincial government departments, private sector employers may participate. As the employer, you must be able to provide the experience and skills development for the duration identified in the participant's employment action plan and be willing to complete a participant assessment.

In addition, a number of other guidelines apply to this program. They are:

- funding is only available in instances where the jobs are in addition to regular employment levels,
- funding can not be used to convert part-time positions to full-time positions,
- funded jobs can not displace or replace existing staff or volunteers who are on layoff, vacation or parental leave,
- funded jobs can not be paid exclusively by commission or piece rate basis,
- funds can not be used to create jobs already funded under another government program,
- family members, or officers or directors of the applying organization, can not be hired to fill positions funded through the Work Ability program, and
- funded jobs must be in compliance with all collective agreements signed by the applying organization with its unionized workers.

What funding is available under the Work Ability program?

Training and Employment Development will reimburse the employer 100 percent of the hourly wage up to a maximum of \$6.25 (to a maximum of 40 hours per week), plus the employer's share of benefits. The employer is responsible to pay the Workplace, Health, Safety and Compensation Commission premiums. We encourage employers to top-up wages whenever possible.

As an employer, how can I become a host in the Work Ability program?

If you are interested in hosting a participant, you can obtain an inventory registration form at your closest Training and Employment Development Office or Service New Brunswick Centre.

Entrepreneur Program – Loan Guarantee

www.cbsc.org/english/display.cfm?CODE=5872=NB_PROVBIS_E

What is it?

The Entrepreneur Program is a provincially delivered job creation initiative to help unemployed New Brunswickers create jobs for themselves through self-employment. The Business Support Division of the provincial Department of Business New Brunswick sponsors and administers the Entrepreneur Program in cooperation with eligible financial institutions. Additional business support is provided by Regional Economic Development Commissions (Enterprise Carleton Region) and the Community Business Development Corporations (Southwest Valley Development Corporation Inc.). Eligible participants could receive financial assistance with business start-ups by way of a loan guarantee.

Under the **Loan Guarantee**, clients can receive a loan up to \$10,000. The loan is guaranteed by the government of New Brunswick for 2 years and is interest-free to the borrower for a period of one year. Payments of the principal plus interest payable at the bank prime rate plus one percent must begin in the 13th month of the loan. At the end of the 2nd year, the government guarantee expires and the loan becomes a normal bank loan. At that time, monthly payment amount, interest rate and collateral security (if required) will be negotiated using normal business loan assessment procedures.

Eligible Financial Institutions

All branches of the Royal Bank of Canada and the National Bank of Canada along with specific Caisse Populaires are authorized to advance loans approved under the program.

Eligibility Criteria

Applicants under the loan guarantee program must meet the following general criteria:

- 1) Applicants must be unemployed, eligible to work in Canada, and not be a full-time student;
- 2) Businesses deemed to be in undue competition with existing ventures will not be eligible for funding;
- 3) The business must be established in New Brunswick and begin operation within 10 weeks of signing a loan guarantee agreement;
- 4) The applicant and or family members cannot own any similar business of which the new venture might be considered a natural extension;
- 5) In order to qualify, the applicant must have a large measure of independent control over the business operation. For example, commissioned salespersons, pyramid-type selling, franchises, and 1-900 numbers do not qualify;
- 6) Seasonal operations do not qualify;
- 7) Applicants must provide additional capitalization to the business at a minimum of 20% of the approved loan. In-kind contributions may be considered for equity purposes;

- 8) The business must be suitable for public funding and not exploit sex, religion or politics;
- 9) Applicants that have previously received funding under the Entrepreneur Program, or the Self Start Program in the last 5 years are ineligible for funding;
- 10) Credit review must be acceptable to the Department of Business New Brunswick;
- 11) Applicants must be 19 years of age;
- 12) If the business is a partnership, the maximum amount of the loan available to the partnership would be \$10,000;
- 13) The loan may not be used to re-finance existing debts, or to purchase licensed vehicles, real or commercial properties, or heavy equipment. Normally, construction of new facilities will not be eligible;
- 14) Businesses that exceed \$50,000 in initial start-up costs are not eligible for funding.

How do I apply?

Pick up an application booklet at any of the Community Economic Development Agencies (Enterprise Carleton Region), the Community Business Development Corporation (Southwest Valley), both listed below or on the Web site at: <http://www.acoa.ca/e/financial/community.shtml> or the Canada/New Brunswick Business Service Centre. The booklet includes directions on preparing a business plan and further details about the program.

If you require business plan assistance or further development, officers at the Regional Economic Development Commissions can help you.

When the application has been completed, the Commission will direct your application to a project consultant from the appropriate Community Business Development Corporation for assessment.

A CBDC's Member will assess the application and forward their recommendation to the Department of Business New Brunswick who will make the final decision. Please allow 3 to 4 weeks after which you will be informed for your loan guarantee status.

If approved, you will be provided with all of the necessary details to negotiate your loan.

Enterprise Carleton Region
417 Connell Street, Unit 6
Woodstock, NB
E7M 5G5
Tel: 325-4488

Southwest Valley Development Corporation Inc.
1910 Route 3, Suite 112
Harvey Station, NB
E6K 2P4
Tel: 366-3022

Business Development Program

www.acoa.ca

This Atlantic Canada Opportunities Agency (ACOA) program is designed to help you set up, expand or modernize your business. Focusing on small-and medium-sized enterprises, the program offers access to capital in the form of interest-free, unsecured, repayable contributions. Non-profit organizations providing support to the business community may also qualify.

What qualifies for BDP financing?

Most business sectors are eligible except retail/wholesale, real estate, government services, and services of a personal or social nature.

Both commercial and not-for-profit applicants are eligible.

Eligible activities include business studies, capital investment, training, marketing, quality assurance, and not-for-profit activities that support business in the region. Assistance is also available to help you bid for and acquire public and private procurement contracts or to develop an innovative product or service.

Overall, your project should meet the following criteria:

- Provide economic benefit to an area or a community
- Demonstrate need for financial assistance
- Be economically viable

How much assistance is available?

ACOA can provide an unsecured, interest-free loan towards the eligible costs of a new establishment, expansion, modernization or a project, which improves your competitiveness. ACOA's contribution is repayable on a time schedule tailored to your circumstances. The maximum level of assistance under the program is as follows.

Costs eligible for up to **50%** financing include:

- the construction or acquisition of a building
- machinery and equipment needed for the project
- working capital requirements related to an establishment or expansion project
- site improvements such as land clearing and paving required for the project
- leasehold improvements required for the project
- leased equipment and conditional sales contracts
- infrastructure such as sewer and water needed for a project

- self-built assets
- intangible assets such as patents, trademarks and licenses
- start-up costs such as insurance and interest capitalized during construction

Costs eligible for up to 75% financing include:

- **Marketing:** Includes the development of a marketing plan, the hiring of marketing expertise to implement the plan, and related marketing activities such as labeling, packaging, promotional materials, advertising, product demonstrations and participation at trade shows.
- **Training:** Includes the development of a training plan, the hiring of training expertise to implement the plan and related activities such as training materials, seminar fees, and wages during the time that employees received off-the-job training.
- **Productivity/Quality Improvement:** Includes the development of a productivity or quality improvement plan, the hiring of expertise to implement the plan, and related activities such as obtaining a recognized quality certification such as ISO, and the cost of needed technical equipment.
- **Innovations:** Includes costs related to researching and developing new or improved products, services and processes such as the labour costs of expertise, materials, special equipment, testing and patents.
- **Consultant Advice:** Includes the cost of hiring a qualified consultant to prepare a business plan, feasibility study, investigate licensing opportunities, conduct a venture capital search, technology transfer search or provide advice to improve your business skills.
- **Contract bidding:** Includes the cost of improving your competitive ability to bid on and acquire public and private sector contracts.
- **Business proposal development:** Includes the cost of turning your idea into a viable business proposal, example the completion of feasibility study, prototype development, and gathering information on markets and raw material suppliers. Maximum contribution is \$10,000 for this activity.
- **Business Support:** Not-for profit organizations may qualify for assistance towards activities that support the business community, entrepreneurship or economic development.

Call or write the ACOA office nearest you to obtain further information on the Business Development Program. One of ACOA's Account Managers will help you identify your project's needs in terms of professional advice and financing. You can also obtain business development information from a Canada Business Service Centre, a Business Development Centre, or your local Industrial or Economic Development Commission.

**ACOA
Regional Office**

570 Queen Street, 3rd Floor
PO Box 578
Fredericton, New Brunswick
Canada
E3B 5A6
(Courier Address: E3B 6Z6)

General Enquiries: (506) 452-3184
Facsimile: (506) 452-3285
Toll Free: (800) 561-4030
Website: www.acoa.ca

Enterprise Carleton Region

417 Connell Street, Unit 6
Woodstock, NB
E7M 5G5
Tel: 325-4488

Student Summer Job Action
<http://youth.hrdc-drhc.gc.ca>

Student Summer Job Action is designed to create summer employment opportunities for secondary and post-secondary students between 15 and 30 years of age. Student Summer Job Action is delivered in cooperation with various groups in the private, public and not-for-profit sectors. Two key components are:

- **Summer Career Placements:** A wage subsidy program that enables private, public and not-for-profit employers to create career-related summer employment opportunities for students who are between 15 and 30 years of age (inclusive). Summer Career Placements activities should focus on work experience supported by supervision, mentoring and job search assistance to enable students to increase their chances of successfully integrating into the labour market. Deadline dates for submitting applications for Summer Career Placements are determined annually, and are normally announced in January each year.
- **Human Resources Development Canada Offices for Students:** A service that provides secondary and post-secondary students summer employment opportunities, enabling them to increase their chances of successfully integrating into the labour market. Human Resources Development Canada Offices for Students offer job-posting services to sponsors, and offer youth help in preparing for entry into the labour market. These offices are normally open from May to August each year.

**Canada / New Brunswick
Business Service Center**

570 Queen Street
PO Box 578
Fredericton, New Brunswick
Canada
E3B 6Z6

General Enquiries: (506) 444-6140
Facsimile: (506) 444-6172
Toll Free: (800) 668-1010
Website: www.cbsc.org/english

**Southwest Valley Development
Corporation Inc.**

1910 Route 3, Suite 112
Harvey Station, NB
E6K 2P4
Tel: 366-3022

Who Can Participate?

To participate in a Summer Career Placements project, youth must be:

- registered full-time in a secondary, post-secondary, vocational or technical program, but not attending full-time classes while participating in their placement;
- between 15 and 30 years of age (inclusive) at the time of intake or selection;
- legally entitled to work in Canada (this means Canadian Citizens and permanent residents, as well as refugees in Canada to whom that status has been legally granted);
- legally entitled to work according to the relevant provincial and territorial legislation and regulations;
- without another full-time summer job (i.e., over 30 hours per week); and
- intending to return to full-time studies the following academic year.

Who Can Be A Sponsor?

Sponsors who are eligible to receive Human Resources Development Canada funding, and act as employers or coordinators, for Summer Career Placements include:

- Businesses
- Organizations
- Individuals
- Public health and educational institutions
- Band/Tribal councils
- Municipal governments

How Do Sponsors Apply?

Interested sponsors can visit their nearest Human Resources Development Canada office; visit the Youth Employment Initiatives Web site at youth.hrdc-drhc.gc.ca; call the Youth Info Line at 1 800 935-5555; or call the Government of Canada's Information Line at 1 800 O-CANADA (1 800 622-6232).

To apply for funding for Summer Career Placements, contact your nearest Human Resources Development Canada office as deadline dates may vary on an annual basis.

Student Employment and Experience Development

www.gnb.ca/0311/005e.htm

The Student Employment and Experience Development program helps students gain employment experience through summer jobs, entrepreneurship opportunities and co-op placements.

The SEED program benefits participants by ...

- providing students with work experience and exposure to potential career options,
- helping students finance their education,
- exposing students to entrepreneurship as a potential career option, and
- providing employers the opportunity to hire additional staff during the summer months.

Components of the SEED program are:

- Summer Employment Placements
- Student Entrepreneurship
- Co-op Placements

Summer Employment Placements

The key to economic prosperity is an educated workforce

That is why Training and Employment Development helps students pay for their post-secondary education and gain work experience by funding summer jobs.

How does Summer Employment Placements work?

Training and Employment Development, through our Central Provincial Student Referral Office, maintains a database of eligible students who wish to obtain employment through Summer Employment Placements. Municipalities, non-profit groups and provincial government departments and agencies that want to offer students interesting and worthwhile projects during the summer months may apply for funding. If approved, the funding helps employers to create the student positions. Employers can select from a list of students that is developed based on each individual employer's needs.

I'm a student, how do I register?

Placements are only available to students who will be attending a post-secondary institution in the fall and have registered with the Central Provincial Student Referral Office. Starting in December each year, you can obtain an application for registration at any ...

- Training and Employment Development Office,
- Service New Brunswick Centre,
- New Brunswick university, or
- New Brunswick Community College.

Although the application deadline is June 30th, you are encouraged to apply early as placements begin in April.

I'm an employer, how do I apply for job funding?

Employer applications are available at any Training and Employment Development Office or Service New Brunswick Centre. Municipalities, non-profit groups and provincial government departments and agencies are eligible to apply. The deadline is March 1st of each year.

Are there any guidelines as to jobs that can be funded?

In order to ensure funds are targeted at creating additional employment opportunities a number of guidelines apply:

- funding is only available in instances where the summer jobs are incremental to regular employment levels,
- funding can not be used to convert part-time positions to full-time positions,
- funded jobs can not displace or replace existing staff or volunteers who are on layoff, vacation or parental leave,
- funding can not be used to create jobs already funded under another government program,
- family members or officers or directors of the applying organization, can not be hired through Summer Employment Placements, and
- funded jobs must be in compliance with all collective agreements signed by the applying organization with its unionized workers.

What do these summer positions pay?

Training and Employment Development will reimburse the employer \$6.25 per hour (to a maximum of 40 hours per week), plus the employer's share of benefits. We encourage employers to top-up wages whenever possible.

How can I find out more?

For more information regarding Summer Employment Placements, you can phone us at (506) 453-3818, fax us at (506) 453-7967 or communicate with one of our regional offices.

Student Entrepreneurship Component

The best summer job experience can be the one you create for yourself

That is why many enterprising students decide to create their own summer job by going into business for themselves. Hundreds of students have done this. If you are interested in working for yourself this summer and you have a good idea for a business, Student Entrepreneurship can help you with the necessary funds to get started.

How does Student Entrepreneurship work?

Through Student Entrepreneurship, Training and Employment Development can offer you a loan guarantee up to \$3,000 and pay the interest on your business loan for the summer. In addition, should you repay the loan on time, you will receive a rebate of one-third of the value of the loan.

Am I eligible?

If you are a student of at least 16 years of age and planning to return to school in the fall, you are eligible.

What type of business can I start?

Almost any type. We have funded retail shops, craftspeople, painting operations, computer companies and lawn care businesses as well as various original ventures. If you have an idea for a business - try us!!

How do I apply?

You can pick up an application booklet at the Training and Employment Development Office closest to you, any Service New Brunswick Centre or your local Community Economic Development Agency. This booklet provides detailed information regarding Student Entrepreneurship as well as directions on how to prepare your business plan and advice on the steps to take to form a business.

Act early, as the application deadline for a Student Entrepreneurship loan is early July.

Co-op Placements

Having experience can make the difference in getting a job

That is why Training and Employment Development through Co-op Placements provides assistance to provincial departments to hire co-op students. While acquiring valuable experience co-op students also earn a wage.

How does Co-op Placements work?

Under Co-op Placements, provincial departments can hire co-op students for a duration of eight to twenty weeks. Training and Employment Development will provide a wage subsidy of \$6.25 per hour for each placement. The host department is encouraged to top-up the wage where possible.

Which students are eligible?

All New Brunswick residents currently enrolled in a co-op education program offered by a recognized post-secondary (college or university) institution, whether the institution is inside or outside of New Brunswick, are eligible to apply for a Co-op Placement.

Are there any guidelines for Co-op Placements?

To ensure co-op students have the opportunity to receive a good balance between academic studies and the work experience, some guidelines are in place:

- the post-secondary institution must approve the proposed placement before it can begin,
- the work experience must be a required component of the education program,
- the co-op student must be engaged in productive work rather than merely observing,
- the co-op student must receive remuneration for the work performed,
- the co-op student's progress on the job must be monitored by the educational institution,
- the co-op student's performance on the job must be supervised and evaluated by the student's employer,
- the same student can be placed more than once with the same employer,
- the total co-op work experience must be at least 30 percent of the time spent in academic study, and
- the co-op education program must end with a session of academic studies.

How does a government department host a co-op student?

Training and Employment Development solicits applications from the various government departments that are willing to provide co-op students with work experience relevant to their field of study. The department must offer supervision, training and evaluation in accordance to the requirements of the post-secondary program where the student is registered.

How does a co-op student become involved in Co-op Placements?

Co-op students can register through the normal process with the educational institution's co-op program. The student's experience needs are then relayed to the various government departments by the institution in order to identify work term opportunities.

Youth Internship Canada

<http://youth.hrdc-drhc.gc.ca>

Youth Internship Canada provides work experience opportunities for young people who are between 15 and 30 years of age (inclusive), enabling them to develop and enhance their employability skills and facilitate their transition into the labour market. Youth Internship Canada provides financial assistance to sponsors to offer out-of-school, unemployed and/or underemployed youth with a meaningful work experience.

Youth Internship Canada projects encourage active cooperation among the private sector, not-for-profit sector and other levels of government in order to create employment opportunities for young Canadians. Internships provide youth with employment opportunities in Canada and abroad, at the community level and in growth areas such as science, technology and international trade and development.

Specific components of Youth Internship Canada include Youth International, Individual Youth Internship Canada and Youth Entrepreneurship.

The duration of a Youth Internship Canada project is normally 12 months. Youth should participate full-time, at least 30 hour per week, for a minimum of six months. However, the length of the intervention may be adapted to labour market needs.

Who Can Participate?

To participate in a Youth Internship Canada project, youth must be:

- between 15 and 30 years of age (inclusive) at the time of intake or selection;
- out-of-school;
- legally entitled to work in Canada (this means Canadian Citizens and permanent residents, as well as refugees in Canada to whom that status has been legally granted);
- legally entitled to work according to the relevant provincial and territorial legislation and regulations;
- unemployed or underemployed; and
- not in receipt of Employment Insurance benefits.

Who Can Be A Sponsor?

Sponsors who are eligible to receive Human Resources Development Canada funding, and act as employers or coordinators, for a Youth Internship Canada project include:

- Businesses
- Organizations
- Individuals
- Public health and educational institutions
- Band/Tribal councils
- Municipal governments

How Do Sponsors Apply?

Interested sponsors can visit their nearest Human Resources Development Canada office; visit the Youth Employment Initiatives Web site at youth.hrdc-drhc.gc.ca; call the Youth Info Line at 1 800 935-5555; or call the Government of Canada's Information Line at 1 800 O-CANADA (1 800 622-6232).

For more detailed information about Youth Internship Canada, please refer to the Youth Employment Initiatives Guide for Sponsors.

Youth Service Canada

<http://youth.hrdc-drhc.gc.ca>

Youth Service Canada provides opportunities for out-of-school, unemployed and/or underemployed youth, between 15 and 30 years of age (inclusive), who face barriers to employment, to develop their life and employability skills through service to their community. Youth Service Canada provides financial assistance to sponsors to develop and deliver projects in cooperation with community based partners, as well as participants. While participating in a Youth Service Canada project, youth establish and advance a learning and career plan, work in teams, strengthen their sense of accomplishment, increase their attachment to their community and increase their chance of making a successful transition into the labour market.

The objectives of Youth Service Canada are to:

- Enable youth to gain relevant work experience, while using and improving personal and work-related skills, through service to their community
- Strengthen the youth's sense of accomplishment, self-reliance and self-esteem

- Build better, stronger communities and a better Canada by enabling youth to address issues of local concern, and to foster a greater awareness of community needs and requirements

For a Youth Service Canada project, a minimum of 70 percent of eligible participants must have one or more barriers to employment, and all participants must meet the basic participant eligibility criteria.

The duration of a Youth Service Canada project is normally 12 months. Youth should participate full-time, at least 30 hours per week, for a minimum of six months. However, the length of the intervention may be adapted to labour market needs.

Who Can Participate?

To participate in a Youth Service Canada project, youth must be:

- between 15 and 30 years of age (inclusive) at the time of intake or selection;
- out-of-school;
- legally entitled to work in Canada (this means Canadian Citizens and permanent residents, as well as refugees in Canada to whom that status has been legally granted);
- legally entitled to work according to the relevant provincial and territorial legislation and regulations;
- unemployed or underemployed; and
- not in receipt of Employment Insurance benefits.

Who Can Be A Sponsor?

Sponsors who are eligible to receive Human Resources Development Canada funding, and act as employers or coordinators, for a Youth Service Canada project include:

- Businesses
- Organizations
- Individuals
- Public health and educational institutions
- Band/Tribal councils
- Municipal governments

How Do Sponsors Apply?

Interested sponsors can visit their nearest Human Resources Development Canada office; visit the Youth Employment Initiatives Web site at youth.hrdc-drhc.gc.ca; call the Youth Info Line at 1 800 935-5555; or call the Government of Canada's Information Line at 1 800 O-CANADA (1 800 622-6232).

For more detailed information about Youth Service Canada, please refer to the Youth Employment Initiatives Guide for Sponsors.

Young Entrepreneur Financing Program

www.bdc.ca I am... young entrepreneur / financing program

Summary

The Young Entrepreneur Financing Program aims to provide start-up entrepreneurs between the ages of 18 and 34 with a solid foundation to build a new business. Help your commercially viable business reach its full potential with term financing up to \$25,000 and up to 50 hours of consulting with a professional business advisor.

Eligibility Criteria

- Must be an entrepreneur between 18 and 34 years of age;
- Must be in the start-up phase;
- Have a commercially viable business idea;
- Have a proposal that has realistic market and sales potential;
- Have made or will make a reasonable personal investment in the business;
- Demonstrate key personal characteristics of successful entrepreneurs;
- Provide personal and credit references;
- Possess a business plan.

Uses

- Purchasing fixed assets;
- Covering cash flow needs, start-up costs or market expansion costs;
- Financing for the acquisition of a franchise

Features

- Financing up to \$25,000;
- A complete start-up solution that includes 50 hours of management support;
- On-going management support after the loan is disbursed;
- Repayment period up to five years, with an option to defer principal payment up to one year;
- Seasonal payments may be considered

For more information you may visit Business Development Bank of Canada's Web site at: <http://www.bdc.ca>

Training Opportunities

New Brunswick Community College - Woodstock

www.woodstock.nbcc.nb.ca

New Brunswick Community College – Woodstock is proud to provide business and industry with a wide variety of training opportunities that support your quest for continuous improvement. They are committed to meeting the educational and training needs of organizations within our community by offering courses through a variety of delivery methods and time schedules. They have the resources and expertise to develop and deliver customized curricula and learning packages for our partners in business and industry. Training can be conducted at the work site, at NBCC – Woodstock or any suitable location.

The College can assist you in:

- identifying a possible training activity
- gathering sufficient information to design a training proposal for your approval
- designing specific objectives and the accompanying curriculum
- delivering the approved training
- measuring and validating the results of the training

For more information on contract training services or night school programs, please contact:

Department of Academic and Continuing Education:

Angela Acott-Smith

Training Coordinator

Phone: 506-325-3914 / Fax: 506-325-2174

E-mail: angela.acottsmith@gnb.ca

Julie Shaw

Phone: 506-325-4402

E-mail: julie.shaw@gnb.ca

Part Time Training -Fall and Winter Session 2002-2003

COURSES OFFERED

- HEALTH
- LANGUAGES
- INFORMATION TECHNOLOGY - Business and Computer
- TRADES ORIENTED
- GENERAL INTEREST
- DISTANCE EDUCATION - Human Services
- ACADEMIC COURSES - Check out our ACADEMIC RESOURCE CENTRE

REGISTRATION

- FALL: September 9-13, 2002/8:30 am to 4:30 pm
- WINTER: January 6-10, 2003/8:30 am to 4:30 pm
- DURING REGISTRATION: Wednesday Evenings until 7:30

Registration fees must be paid in full before commencement of the course.

Payment can be made by cash, cheque, money order, debit card, Visa or MasterCard.

Cheques must be made payable to the Minister of Finance.

Receipts for Income Tax will be provided.

Prices are subject to change without notice.

Registration is on a first-come, first-served basis. The minimum class size for most classes is 12 students with 15 students being the maximum. As soon as the maximum number of students has been registered, a waiting list will be started. If cancellations occur, the first person on the list is contacted and, at that time, the registration fee will be required. The college reserves the right to cancel any classes that have less than the minimum number of students for the course.

Northern Maine Technical College

www.nmtc.net

Offers Degree Programs in: Business Technology, Nursing, Trade & Technical, and General Education. The also offer Business and Industry Training.

Contact Information: NMTC

33 Edgemont Drive

Presque Isle, ME 04769

Tel: (207) 768-2700

Website: nmtc.net

Universities:

There are no universities located in the Carleton Region but two of the province's largest and most internationally renowned universities can be found in Fredericton, an hour's drive away. These two universities are the **University of New Brunswick** and **St. Thomas University**. These two universities offer a wide variety of programs and courses that are tailored to give the student the best possible advantage in the working world upon graduation

University of New Brunswick – Fredericton

www.unb.ca

Registrar's Office
Sir Howard Douglas Hall
3 Bailey Drive
P.O. Box 4400
Fredericton, NB Canada
E3B 5A3

Phone: (506) 453-4864
Fax: (506) 453-5016
E-mail:
Registrar's Office (registrar@unb.ca)
Undergraduate Studies (admissions@unb.ca)
Graduate Studies (gradschl@unb.ca)

Programs of study include: Administration, Arts, Computer Science, Education, Engineering, Forestry & Environmental Management, Kinesiology, Law, Nursing, and Science

The University of New Brunswick's College of Extended Learning has been providing quality-learning opportunities to adults since 1950. The department is an outward-looking, academic extension of UNB that exists to provide continuing education and professional development opportunities to individuals as well as private and public organizations, at the provincial, national and global levels. Our services cover the whole gamut, from analysis and planning, to design and development, on to delivery and administration of courses and programs for leisure, training and higher education purposes.

**University of New Brunswick
College of Extended Learning**
6 Duffie Drive
P.O. Box 4400
Fredericton, New Brunswick
CANADA E3B 5A3
Tel: (506) 453-4646
Fax: (506) 453-3572
E-mail: extend@unb.ca

St. Thomas University - Fredericton

www.stthomasu.ca

Admissions Office
51 Dineen Drive
Fredericton, NB
Canada, E3B 5G3

Tel: (506) 452-0532

Fax: (506) 452-0617

E-mail: admissions@stu.ca

Programs of study include: Bachelor of Arts, Bachelor of Applied Arts (Criminal Justice, Gerontology, Journalism), Bachelor of Education, Bachelor of Social Work, Post-Degree Bachelor of Social Work, Certificate in Gerontology, Certificate in Criminology and Social Justice.

University of Maine At Presque Isle- Maine, USA

www.umpi.maine.edu

Programs of study include: Business and International Studies, English and Fine Arts, Exercise Science / Physical Education, Recreation / Leisure Services, Athletic Training, and Health, Psychology, Social Work and Criminal Justice, Science and Mathematics, and Teacher Education.

Contact Information:

University of Maine At Presque Isle
181 Maine Street, Presque Isle,
Maine 04769-2888 USA
Tel: (207) 768-9400
Website: www.umpi.maine.edu

ProfitLearn Training Programs

www.profitlearn.com

We know how challenging it can be for business to compete in a global economy. And we know that time and resources to upgrade management skills are limited. That's why we've developed ProfitLearn – Your One-Stop Learning Resource.

ProfitLearn is a convenient, affordable and time-efficient way to access a whole new realm of learning tools and entrepreneurial resources. ProfitLearn provides a comprehensive and state-of-the-art learning program dedicated to your business success. You'll find our advanced and introductory courses relevant, practical and custom-designed for small to medium-sized business entrepreneurs.

Available Courses

MARKETING & SALES

Introductory Courses

Do-it-Yourself Marketing and Promotion

Marketing Strategies on the Internet

Tapping Market Trends

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Advanced Courses

Market Planning

Product Costing in the Manufacturing Industry

Merchandising and Display for the Home-based Business (Craft and Micro-food Producers)

Marketing and Cost Accounting for the Home-based Business (Craft and Micro-food Producers)

STRATEGIC PLANNING

Introductory Courses

Strategic Planning

Success Strategies for Business

HUMAN RESOURCES

Introductory Courses

Motivating Your Employees

People Power

Time Management

Stress Management

Advanced Courses

Team Building

Performance Management

Recruiting and Hiring Basics

Establishing a Human Resource Management System

FINANCIAL MANAGEMENT

Introductory Courses

Bookkeeping Made Easy

Show me the Money: Maximizing Your Cash Flow

Business Basics: Financial Management

Advanced Courses

Your Financial Statements: More Than Just Numbers

Sourcing and Managing Capital

*Marketing and Cost Accounting for the Home-based Business
(Craft and Micro-food Producers)*

MANAGEMENT and OPERATIONS

Introductory Courses

Starting Your Own Business

Customer Service

Quality Management

Advanced Courses

Project Management

Product Development for the Agri-Food Industry

Packaging and Labeling for the Agri-Food Industry

Food Safety for the Agri-Food Industry

TOURISM

Quality Assurance for the Accommodations Sector

Quality Assurance for the Food and Beverage Sector

Motivating Your Team and Coaching for Peak Performance-Tourism Sector

Pricing and Cost Controls in the Tourism Sector

Training Your Staff-Tourism Industry

INFORMATION TECHNOLOGY

Introductory Courses

Introduction to E-Commerce

Building a Case for e-Learning Solutions

Learning On-Line - Training You Can Afford

For course descriptions, times and locations or to book a session in your area please call or visit the website.

Contact Information:

Phone:

Toll-free: 1-877-644-2267

Direct: (506) 451-6683

E-mail: info@profitlearn.com

Address:

500 Beaverbrook Ct.

Suite 301

Fredericton, New Brunswick

Canada

E3B 5X4

Helpful Human Resources Links on ProfitLearn.com

Employers Online: information source on human resource management, recruitment, occupational health and safety, labour laws, training and skills development, pay and benefits, entrepreneurship, sector information and much more (Human Resources Development Canada and Industry Canada)
<http://employers.gc.ca>

Province of New Brunswick Employment Standards

<http://www.gnb.ca/0308/0001e.htm>

The Complete Hiring Tool (American Express Small Business Service Site)

<http://home3.americanexpress.com/smallbusiness/tool/hiring/intro.asp>

HR-On-Line : The Network for Workplace Issues

<http://www.hronline.com>



OVERVIEW OF APPRENTICESHIP

www.aoc-acp.gnb.ca Overview of Apprenticeship

Today's employers require workers who have been properly trained and who have been certified by a recognized authority in accordance with occupational standards. Apprenticeship gives individuals the opportunity to enjoy challenging and creative careers, learn new skills, earn competitive wages while they learn, and become independent and responsible for their own success. This is accomplished by obtaining practical training in a variety of learning environments.

Types of Training

Approximately 80 percent of apprenticeship training takes place on-the-job under the supervision of a qualified journeyperson. The apprentice must also attend theoretical training sessions annually. The training usually takes place at one of the various New Brunswick Community Colleges. Although the period of theoretical training is typically six weeks in duration, the training period varies from occupation to occupation.

Duration

Depending on the occupation, it takes between two and five years to earn a Diploma of Apprenticeship. Most occupations require an apprenticeship-training period of four years.

Benefits

The benefits of apprenticeship training are many. Apprentices are exposed to the latest technologies, practices and terminologies in their chosen profession. The combination of on-the-job and theoretical training allows the apprentice to become highly skilled in their occupation. Once the apprenticeship program is completed, the apprentice receives a Diploma of Apprenticeship as well as a Certificate of Qualification. These two documents attest to the occupational standards that have been met.

Eligibility

Apprenticeship is available to those who are employed, or plan to work, in a designated occupation. Pre-requisites vary depending on the occupation; however, most occupations require a person to have a grade 12 education or its equivalent (GED).

Registration

Individuals wishing to register into an apprenticeship program should contact the apprenticeship office closest to them.

Designated Occupations

Seventy-one occupations are currently designated under the Apprenticeship and Occupational Certification Act.

Appliance Service Technician	Insulator (Heat And Frost)
Automotive Painter	Iron Worker (Generalist)
Automotive Repairer	Lather (Interior Systems Mechanic)
Automotive Service Technician	Machinist
Automotive Service Technician (Electrical Fuel)	Marine Electrician
Automotive Service Technician (Steering, Suspension, Brakes)	Mobile Crane Operator
Automotive Service Technician (Transmission)	Mobile Hoisting Equipment Operator
Baker	Motor Vehicle Body Repairer (Metal and Paint)
Blaster	Motorcycle Mechanic
Bricklayer	Oil Burner Mechanic
Cabinetmaker	Painter and Decorator
Carpenter	Partsperson
Commercial Trailer Technician	Plumber
Computerized Numerical Controls Machinist	Power Engineer (2nd Class)
Concrete Finisher	Power Engineer (3rd Class)
Construction Boilermaker	Power Engineer (4th Class)
Construction Electrician	Power System Operator
Construction Lineman	Powerline Technician
Cook	Production Equipment Mechanic
Distribution Construction Lineman	Recreation Vehicle Mechanic
Distribution System Operator	Refrigeration and Air Conditioning Mechanic
Electrical Rewind Mechanic	River Control Operator
Electrical Mechanic (Electric Utility)	Roofer
Electronics Technician (Consumer Products)	Service Station Attendant
Engineering Assistant	Sheet Metal Worker
Farm Equipment Service Technician	Small Equipment Mechanic
Film Projectionist	Sprinkler System Installer
Firefighter	Staker - Detailer
Floorcovering Installer	Steamfitter - Pipefitter
Glazier	Steel Fabricator
Heat Treatment Technician	Survey Technician
Heavy Equipment Service Technician	Survey Technologist
Industrial Electrician	Switchboard Operator
Industrial Instrument Mechanic	Tool and Die Maker
Industrial Mechanic(Millwright)	Truck and Transport Service Technician
	Water Well Driller
	Welder

Apprenticeship and Occupational Certification Contacts:

NBCC-Woodstock
100 Broadway
WOODSTOCK, NB E7M 5C5
Telephone: (506) 325-4891
Website: www.woodstock.nbcc.nb.ca

NBCC-Fredericton
P.O. Box 6000
(500 Beaverbrook Court, 1st Floor)
FREDERICTON, NB E3B 5H1
Telephone: (506) 444-3307
Website: www.nbccd.nbcc.nb.ca

CCNB-Bathurst
P.O. Box 266 (95 Youghall Drive)
BATHURST, NB E2A 3Z2
Telephone: (506) 547-2709
Website: www.bathurst.ccnb.nb.ca

NBCC-Saint John
P.O. Box 5001
(8 Castle Street, 3rd Floor)
SAINT JOHN, NB E2L 4Y9
Telephone: (506) 643-2845
Website: www.saintjohn.nbcc.nb.ca

CCNB-Edmundston
P.O. Box 70 (225 Power Road)
EDMUNDSTON, NB E3V 3K7
Telephone: (506) 735-2562
Website: www.edmundston.ccnb.nb.ca

NBCC-Miramichi
P.O. Box 1053
(80 University Avenue)
MIRAMICHI, NB E1N 3W4
Telephone: (506) 778-6011
Website: www.miramichi.nbcc.nb.ca

CCNB-Campbellton
P.O. Box 309 (Village Street)
CAMPBELLTON, NB E3N 3G7
Telephone: (506) 789-2402
Website: campbellton.ccnb.nb.ca

NBCC-Moncton
P.O. Box 2100, Station A
(1234 Mountain Road)
MONCTON, NB E1C 8H9
Telephone: (506) 856-2182
Website: www.moncton.nbcc.nb.ca

Safety Start – Health and Safety Training

www.safetystart.gnb.ca

What is Safety Start?

The Safety Start Program is a two (2) day health and safety training program that will give New Brunswick youth 14 hours of training in Occupational Health and Safety and First Aid, including CPR. This new program is targeting 10,000 youth aged 15-29 over the next three years. It is offered at no cost to the participants.

What will I learn?

The program will consist of:

1. 7 hours of Occupational Health and Safety training which includes; legal rights and responsibilities for safety, causes of incidents, and the primary skills to identify and manage workplace risks, and
2. 7 hours of basic First Aid.

Why was the Safety Start Program initiated?

The program is aimed at decreasing the number of injuries sustained by young people in the workplace while empowering them with the information, knowledge and confidence to enable them to be fully contributing partners with the workplace health and safety goals of their employers.

Who will deliver the training?

The Safety Start Program will be delivered by the Canadian Red Cross, St. John Ambulance, Association of Safety and Health Consultants and Trainers (ASHCAT), and the NB Safety Council. Each session requires a minimum of twelve or a maximum of sixteen participants.

Where and when will the training take place?

The program will be implemented at Community College facilities. In locations that do not have a Community College presence, alternate venues will be utilized. In most cases the Safety Start Program will be held on weekends so as not to interfere with regular education hours.

How do I register?

Register on-line www.safetystart.gnb.ca or you can get more information on the program and register by calling 1-888-298-1599. Employers can get more information on the program by calling the Coordinator of the Safety Start Program at (506) 453-5205.